

Advance Questions for Lieutenant General Norton A. Schwartz, USAF
Nominee for Commander, United States Transportation Command

Defense Reforms

Almost two decades have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of those reforms, particularly in your assignments as the Deputy Commander of the Special Operations Command, Director for Operations of the Joint Staff, and currently as the Director of the Joint Staff.

Do you support full implementation of these defense reforms?

Answer: Absolutely. The Goldwater-Nichols Act, and the Special Operations Command legislation that followed almost immediately thereafter, are just as essential to the effective employment of our military forces today as when they were enacted. Goldwater-Nichols resulted in the more efficient employment of our Armed Forces by addressing a number of critical issues, including insufficient military advice and oversight of contingency planning, unclear chains of command, and inadequate attention to both the quality and training of officers assigned to joint duty. Similarly, the Special Operations provisions helped bring about, among other things, much greater focus on special operations matters and the development of capabilities and necessary training to ensure the effective conduct of special operations activities.

What is your view of the extent to which these defense reforms have been implemented?

Answer: Great progress has been made since the passage of the Goldwater-Nichols Act in 1986. The Joint Staff, the Combatant Commands, and the Services are decidedly different as a result of the intent of the Goldwater-Nichols Act. The corporate advice provided by the Chairman of the Joint Chiefs of Staff is timely, accurate, meaningful and indispensable to the Secretary of Defense and the President. Our civilian leadership expects that our armed forces can and will carry out our assigned missions in the most effective and cost efficient manner possible. Furthermore, the Services now ensure their best officers have joint experience, which benefits the Services, the Combatant Commands and the Department of Defense as a whole.

What do you consider to be the most important aspects of these defense reforms?

Answer: The demonstrated improvement in the joint warfighting capabilities of the United States Armed Forces is the most important aspect of the defense reforms. The Goldwater-Nichols Act enabled us to focus on several key areas: joint doctrine, joint professional military education, and coordinated military planning. The chains of command, from the President and the Secretary of Defense all the way down to the individual on-the-scene commander, have been clarified. Combatant Commanders have a better grasp of their planning, training and execution responsibilities. In addition,

Combatant Commanders understand the importance of articulating their resource needs and priorities in Department of Defense budget formulation.

The goals of the Congress in enacting these defense reforms, as reflected in section 3 of the Goldwater-Nichols Department of Defense Reorganization Act, can be summarized as strengthening civilian control; improving military advice; placing clear responsibility on the combatant commanders for the accomplishment of their missions; ensuring the authority of the combatant commanders is commensurate with their responsibility; increasing attention to the formulation of strategy and to contingency planning; providing for more efficient use of defense resources; and enhancing the effectiveness of military operations and improving the management and administration of the Department of Defense.

Do you agree with these goals?

Answer: Absolutely.

Do you believe that legislative proposals to amend Goldwater-Nichols may be appropriate? If so, what areas do you think it might be appropriate to address in these proposals?

Answer: In the 19 years since passage of the Goldwater-Nichols Act, we have made great strides in institutionalizing “jointness” and integrating unified, interdependent action within the Armed Forces. There may be areas that could benefit from legislative changes; however, I would like to reserve judgment on this until after I’ve studied any specific proposals. If confirmed, I would welcome the opportunity to share my thoughts and ideas with the Committee as appropriate.

Duties

What is your understanding of the duties and functions of the Commander, U. S. Transportation Command?

Answer: The mission of the Commander, United States Transportation Command is to provide air, land and sea transportation for the Department of Defense (DOD), in peace and war. The Commander relies on his Component Commands - Air Mobility Command (AMC), Military Sealift Command (MSC), and the Military Surface Deployment and Distribution Command (SDDC) - to accomplish this mission. The Commander also has the Distribution Process Owner (DPO) mission to improve the worldwide DOD distribution system. As DPO, the Commander works closely with the Defense Logistics Agency and the Services to identify inefficiencies, develop solutions and implement improvements. The U.S. Transportation Command team blends active and reserve forces, civilian employees and commercial industry partners to provide the mobility forces and assets necessary to respond to the full range of military operations.

What background and experience do you possess that you believe qualifies you to perform these duties?

Answer: Since my commissioning as an Air Force officer in 1973, I have had a variety of opportunities and experiences combined with the good fortune to serve with some of the

most outstanding Soldiers, Sailors, Airmen and Marines our Services have ever produced. I am a product of these experiences – learning from great leaders – superiors, peers and subordinates alike.

In my current assignment as Director of the Joint Staff and in my past assignment as the Director for Operations, the Joint Staff, I had personal, direct and frequent contact with the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Combatant Commanders and Service Chiefs on major issues facing our military.

From the perspective that my service has afforded, I well know that the number one priority of our National Military Strategy is winning the war on terror. My experience - especially within joint and special operations - provides a broad leadership perspective for USTRANSCOM emphasizing agility, mobility, and teamwork in support of joint war fighters.

If confirmed, I will be honored to lead the men and women of USTRANSCOM as they continue – as true joint war fighters – to transform Defense distribution.

Do you believe that there are any steps that you need to take to enhance your expertise to perform the duties of the Commander, U. S. Transportation Command?

Answer: As Commander, I need a complete understanding of current Defense Department and national transportation issues, including the challenges facing the commercial transportation industry and our national partners upon whom we so heavily rely. I will strive every hour of every day to ensure I am prepared for this critical duty.

Relationships

Section 162(b) of title 10, United States Code, provides that the chain of command runs from the President to the Secretary of Defense and from the Secretary of Defense to the combatant commands. Other sections of law and traditional practice, however, establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Commander, U. S. Transportation Command to the following offices:

The Deputy Secretary of Defense

Answer: The Deputy Secretary of Defense has full power and authority to act for the Secretary of Defense when serving as his designated representative. As such, the Commander U.S. Transportation Command will report to and through the Deputy Secretary when serving in that capacity.

The Under Secretaries of Defense

Answer: Under Secretaries of Defense coordinate and exchange information with DoD components, including combatant commands, which have collateral or related functions. In practice, this coordination and exchange is normally routed through the Chairman of the Joint Chiefs of Staff. If confirmed as a combatant commander, I will act accordingly.

The Chairman of the Joint Chiefs of Staff

Answer: The Chairman is established by Title 10 as the principal military advisor to the President and Secretary of Defense. The Chairman serves as an advisor and is not, according to the law, in the chain of command, which runs from the President through the Secretary to each combatant commander. The President directs communications between himself and the Secretary of Defense to the Combatant Commanders via the Chairman of the Joint Chief of Staff. This keeps the Chairman fully involved and allows the Chairman to execute his other legal responsibilities. A key responsibility of the Chairman is to speak for the Combatant Commanders, especially on operational requirements. If confirmed as a Commander, I would keep the Chairman and the Secretary of Defense promptly informed on matters for which I would be personally accountable.

The Vice Chairman of the Joint Chiefs of Staff

Answer: Although the Vice Chairman does not fall within the combatant commander's chain of command, he is delegated full power and authority to act for the Chairman in the Chairman's absence. If confirmed as a Combatant Commander I will keep the Chairman informed, but if the Vice Chairman is representing the Chairman I will keep him informed as I would the Chairman.

The Director of the Joint Staff

Answer: As the current Director of the Joint Staff, I assist the Chairman in managing the Joint Staff. Although the Director of the Joint Staff does not fall within the combatant commander's chain of command, the Director does enable important decisions to be made as the combatant commander's staff interacts with the Joint Staff. The Director is also a key interface with OSD principals, and interagency leadership, and can assist Combatant Commanders in working issues below the Chairman's level.

The Secretaries of the Military Departments

Answer: Close coordination with each Service Secretary is required to ensure that there is no infringement upon the lawful responsibilities held by a Service Secretary.

The Chiefs of Staff of the Services

Answer: The Chiefs of Staff of the Services organize, train, and equip their respective forces. No Combatant Commander can ensure preparedness of his assigned forces without the full cooperation and support of the Service Chiefs. As members of the Joint Chiefs of Staff, the Service Chiefs have a lawful obligation to provide military advice. The experience and judgment the Service Chiefs provide is an invaluable resource for every Combatant Commander. If confirmed as Commander U.S. Transportation Command, I will pursue an open dialogue with the Service Chiefs and the Commandant of the US Coast Guard.

The other Combatant Commanders

Answer: If confirmed, I will encourage open dialogue with the other combatant commanders to foster trust and build mutual support. Today's security environment requires us to work together to execute U.S. national policy.

Major Challenges

In your view, what are the major challenges confronting the next Commander, U. S. Transportation Command? If confirmed, what plans do you have for addressing these challenges?

Answer: USTRANSCOM's major challenges are similar to the other functional Combatant Commands: managing the competing imperatives of current readiness versus longer term modernization, instituting continuous process improvements and caring for people are common elements for all leadership.

The current operations tempo demands very high utilization of the Defense Transportation System. Continued operations at high readiness to meet near-term needs can compete with longer-term goals of modernization, recapitalization and training. Supporting the warfighter is paramount. This places a premium on extracting the most efficient application of transportation resources so the investment in high readiness is not under-utilized. Too often when considering readiness it is easy to focus on just the military transportation resources and overlook the heavy reliance upon commercial sealift and airlift. USTRANSCOM competes in the transportation marketplace with other users in obtaining lift resources. Factors such as labor availability, fuel cost, corporate restructuring and the available mix of aircraft can have significant impact on our ability to obtain sufficient lift. These factors often are beyond the control of USTC, so they must be closely followed to enable mitigation strategies. I would closely monitor transportation resources, both organic and commercial, for leading readiness indicators. I also would forge and maintain close partnerships with industry to ensure continued effective use of commercial transportation.

We will continue to face modernization issues with military airlift, air tanker and sealift fleets. Current tempo consumes readiness and ages platforms. If confirmed, I would expect to be heavily engaged with the Services, COCOMs and Congress in addressing these challenges.

The current processes for deployment and distribution evolved from historical doctrine, statutes, organizational arrangements and legacy support systems. Gaps and seams continue to be identified that impede warfighter support and hamper attempts to transform deployment and distribution processes. The challenge to the Distribution Process Owner is to align the end-to-end distribution processes and ensure in transit visibility. Solutions to these issues simultaneously include processes and procedures, information systems, doctrine, and organizational relationships, so solutions will be complex. If confirmed, I would continue to work with the Services, National Partners, and the other Combatant Commanders to press forward with distribution transformation.

The real strength of USTRANSCOM - as with any military organization - is evident in the unique talents and skills of its people. There is no more important

challenge to a commander than proper stewardship of this resource. USTRANSCOM's components rely heavily on reserve elements. The USTRANSCOM staff includes the multi-service active military and large elements of reserve personnel, government civilians and contractors. The DPO designation has required the addition of new skill sets. In the coming years reserve availability, pending base realignments and the shift to the National Security Personnel System will present challenges and opportunities for the work force. If confirmed, I would take an active role in preserving and protecting USTRANSCOM's personnel resources.

Most Serious Problems

What do you consider to be the most serious problems in the performance of the functions of the Commander, U. S. Transportation Command?

Answer: It's probably not fair to characterize these as problems, but there are two areas of concern. First is the need to balance engagement of our industry partners while maintaining readiness of our military assets. It is important to continue to provide incentives to industry to provide a robust commercial surge capability. At the same time, our military assets need to be sufficiently employed to maintain their readiness. The second concern arises due to the nature of the global insurgency we now face. Assets that were once in relative "sanctuary" are now at greater risk. That risk must be weighed against the operational requirements to ensure warfighter needs are met while preserving transportation and distribution assets.

If confirmed, what management actions and time lines would you establish to address these problems?

Answer: There are challenges ahead. If confirmed, I will focus on these concerns and other pressing issues and develop solutions.

Distribution Process Owner

In September 2003, following a review of logistics operations for Operation Iraqi Freedom, the Secretary of Defense designated the Commander, U. S. Transportation Command (USTRANSCOM), the Distribution Process Owner (DPO). As the DPO, USTRANSCOM was tasked to improve the overall efficiency and interoperability of distribution related activities -- deployment, sustainment, and redeployment support during peace and war.

What is your understanding of USTRANSCOM's responsibilities as the DPO?

Answer: When the SECDEF appointed the Commander, USTRANSCOM as DPO, USTRANSCOM became the single entity to direct and supervise execution of the strategic distribution system and improve overall efficiency and interoperability of distribution related activities.

Essentially, DOD now has a single, accountable Combatant Commander to lead distribution process improvement within the Department, able to provide one "distribution" face and peer accountability to other war fighting commanders, respond

to their issues and challenges, and integrate sustainment and distribution processes from an end-to-end perspective. Process ownership means bringing synchronization and alignment to what historically was a piecemeal process with multiple, accountable parties.

What progress has USTRANSCOM made in improving the distribution process?

Answer: Gen Handy's vision for a transformed distribution process is now proven. USTRANSCOM established a joint deployment and distribution operations center (JDDOC) to provide a capability to Regional Combatant Commanders to synchronize and integrate distribution within their theaters. The JDDOC coordinates the arrival of personnel, equipment, and supplies in theater. These regional centers, endorsed by the COCOMs, provide a joint organization prioritizing, synchronizing, integrating and coordinating theater transportation and distribution functions from "factory to foxhole."

Do you foresee any changes you would make, if confirmed, to enhance the ability of USTRANSCOM to execute the responsibilities of the DPO?

Answer: If confirmed, my ultimate goal is for DoD to develop a world class supply chain and build stronger strategic alliances and partnerships with distribution industry leaders, to provide improved support to our fielded forces. To continue serving the warfighter, we will build upon foundations already set to leverage commercial supply chain management concepts and adapt our DPO initiatives accordingly. USTRANSCOM will develop outreach programs for the sharing of ideas and concepts with Combatant Commanders and our National Partners. This program will likely include modifying the historical alignments for planning and executing deployment and distribution operations throughout DOD. We will also advocate refined functional roles and responsibilities with National Partners to enhance USTRANSCOM's ability to execute the DPO mission.

To improve distribution capabilities available to the CENTCOM commander for contingency operations, USTRANSCOM, in concert with CENTCOM, established the Deployment and Distribution Operations Center (DDOC). The DDOC provides the combatant commander a cadre of experts from several organizations, including USTRANSCOM and DLA, and provides a range of distribution related services, such as scheduling, tracking, tracing, and arranging for redistribution within the theater and back to home station. While the DDOC was originally established as a temporary solution to a contingency challenge, its successes in the field has prompted an assessment of the utility of operating the DDOC on a permanent basis, both in CENTCOM and potentially within each of the other combatant commander areas of responsibilities.

If confirmed, would you continue this review of the DDOC concept and make recommendations to the Congress on the future application of the DDOC concept and the resources required to support that recommendation?

Answer: I would continue to support and evolve the DDOC concept as part of our overall strategy to provide the most effective and cost efficient support to our military forces. Open and continuous dialogue with Congress will be central to evolving the

DDOC concept and resources required to support it. If confirmed, I will ensure USTRANSCOM continues to codify processes and formalize applicable doctrine.

Strategic Airlift

The Mobility Requirements Study for Fiscal Year 2005 was conducted with the previous National Military Strategy of two Major Theater War as an assumption. For strategic airlift, the study identified a requirement for 54.5 million ton-miles a day, with available airlift at the time falling well short. Although not yet released, the Mobility Capabilities Study is intended to update strategic lift requirements in light of the new National Military Strategy.

Based on your experience, do you perceive a continuing shortage in inter-theater airlift?

Answer: Recent world events and current operational experiences have significantly changed the National Military Strategy, increasing the demand for airlift, sealift and refueling requirements. OEF/OIF and Global War on Terror operations daily demonstrate this changing strategy and the impact on strategic and tactical airlift capability. Reliable distribution and sustainment has increased demand for long-haul airlift with defensive capability. The risk to troops moving cargo over dangerous land routes has increased, redefining the way we operate in the theater and increasing reliance on in-theater airlift as well. While we are addressing today's needs adequately, we must look to the future given organic airframe aging and forecast changes in the commercial fleet.

When will the Department complete the Mobility Capabilities Study and provide the results to Congress?

Answer: OSD and JS completed the analysis portion of the Mobility Capability Study, are briefing the Department's Senior Leaders and finalizing the report. Upon completion, Congress will receive the report.

Strategic Sealift

USTRANSCOM recently testified that 95 percent of the equipment transported for Operation Enduring Freedom and Operation Iraqi Freedom was transported using strategic sealift.

Are there any initiatives that you believe are necessary, if confirmed, in the area of strategic sealift?

Answer: The importance of Strategic Sealift cannot be illustrated any better than through the outstanding performance of our partners in the U.S. Maritime industry and the ships of the Military Sealift Command (MSC). Together, these ships delivered 95% of the materiel necessary to execute Operations Enduring Freedom and Iraqi Freedom. Of particular note is the performance of the Large Medium Speed Roll-on/Roll-off ships

(LMSRs). The LMSRs, which were delivered to the Navy beginning in the late 1990s, have carried 44% of the cargo delivered by MSC. As other ships operated by MSC, notably the Fast Sealift Ships, and by the U.S. Maritime Administration's Ready Reserve Force continue to age, we must plan for their recapitalization. Considering the results of the Mobility Capabilities Study (MCS), USTRANSCOM will work closely with Navy to see that our shipping needs for both today's requirements and future challenges are met.

Civil Reserve Air Fleet

With the expansion of military operations since September 11, 2001, the Air Force's mobility requirements have increased. The Air Force has in the past, and may very well in the future, rely heavily on the Civil Reserve Air Fleet (CRAF) to supplement its organic airlift.

Will the changes in the commercial airline industry, characterized by bankruptcies and a move toward smaller and shorter-range aircraft, bring into question the future viability of the CRAF system?

Answer: A recent OSD study performed by the Institute for Defense Analysis (IDA) has shown that despite consolidations and bankruptcies, the US airline industry will possess more than enough capacity for a viable CRAF program past 2010. While it is true that mainline carriers are replacing part of their fleets with smaller aircraft, with proper incentives, the remaining wide-body aircraft in service with US carriers should satisfy our future CRAF requirements.

The same IDA study also mentioned the challenge of foreign competition and possible foreign ownership of US carriers as factors in the future health of the American airline industry. I support the well-founded position that DOD is best served by a voluntary, US-only CRAF. That makes it vitally important that we do what we can to maintain a robust US-only CRAF program, while accommodating the industry trend toward globalization. If confirmed, I will work closely with the US air carrier industry to identify steps that can be taken, either through policy or legislative changes, to ensure the viability of the CRAF program.

Joint Command and Control

Initial reporting from recent military operations indicate joint command and control capabilities have greatly improved in recent years.

What is your assessment of the performance of USTRANSCOM's global and theater command and control (C2) systems?

Answer: USTRANSCOM has done a superb job in delivering warfighters and material to Iraq, Afghanistan and a myriad other key locations throughout the world to carry the Global War on Terror (GWOT) to our enemies. Additionally, USTRANSCOM continues to provide emergency relief and aid on numerous humanitarian missions.

USTRANSCOM could not have achieved that world-class performance without effective global and theater command and control processes.

However, there are always opportunities to improve C2 capabilities in the distribution pipeline. If confirmed, I will continue USTRANSCOM's initiatives to improve distribution C2. These initiatives include Information Technology enhancements in requirements visibility, improving receipt reporting of forces and sustainment, and closer integration of end-to-end distribution C2 processes between USTRANSCOM, DLA, the Warfighter, Services and coalition and national partners.

What interoperability challenges remain between service to service and service to joint C2 systems?

Answer: Development and deployment of a standards-based Distribution C2 enterprise architecture (EA) is absolutely essential to achieving interoperability. The goal must be an EA where all participants can "plug and play." I will continue to support current USTRANSCOM efforts to build and deploy a distribution EA that will ensure all distribution C2 systems are consistently interoperable.

What role should the USTRANSCOM Commander play in ensuring the development of reliable, interoperable, and agile C2 systems?

Answer: Support for development of robust distribution C2 capabilities that employ USTRANSCOM's enterprise architecture (EA) and portfolio management (PfM) capabilities is critical. The USTRANSCOM Commander should collaborate with fellow Combatant Commanders, OSD, the Chairman of the Joint Chiefs of Staff (CJCS), Service and Agency chiefs, coalition and national partners to provide improved distribution capabilities to the warfighter.

Aeromedical Evacuation

Following the cancellation of the C-9A aircraft for medical evacuation in 2003, the Air Mobility Command adopted a new operational approach to its worldwide mission of aeromedical evacuation. The new concept employs other airlift, such as cargo and aerial refueling aircraft, for the air evacuation of wounded and ill patients. The committee believes that these aircraft are unsuitable for the support of severely wounded or severely ill patients, and adopted a provision in the National Defense Authorization Act for Fiscal Year 2006 that would require the procurement of two dedicated aircraft for the purpose of aeromedical evacuation of severely injured or ill personnel.

If confirmed, how would you ensure that the highest quality standard of aeromedical evacuation is provided for severely wounded and ill patients?

Answer: In principle, I support the transition to designated versus dedicated airlift to meet the aeromedical evacuation (AE) mission requirement in both peacetime and contingency operations. The AE team has performed its mission in an outstanding fashion, giving life-sustaining care while expeditiously moving our wounded and ill patients. Using transportation assets in a flexible manner, USTRANSCOM has been able

to respond to urgent requests for AE more quickly than possible using dedicated AE aircraft. To ensure the highest quality standard of AE for severely wounded and ill patients, I will continue to support the initiatives that have been introduced to support the transition to use of designated organic airlift. These initiatives include highly trained Critical Care Air Transport Teams, which provides intensive care unit (ICU) level care in the back of any of our transport aircraft. USTRANSCOM recently added Patient Support Pallets that offer an even broader capability to provide an improved patient care environment in multi-use mobility airframes. Other initiatives include more advanced care in the air by AE medical crews and improvements in patient movement support items such as intravenous pumps and oxygen delivery systems.

All of this effort has produced a patient handling system that has saved lives and fulfills our obligation to our wounded in Iraq, Afghanistan, and around the world. Everything we do must contribute materially to fulfilling that profound obligation.

Science and Technology

The Fiscal Year 2006 budget request includes a new research and development program for technology development directed by USTRANSCOM. The new activity is designed to allow for examination and improvement of the entire supply chain as part of USTRANSCOM's role as Distribution Process Owner.

What unique processes and technologies does USTRANSCOM need to develop through its own program?

Answer: Transformation of supply chain and distribution processes and systems are increasingly dependent on our ability to leverage technological innovation. Many of these changes bridge traditional Service and Agency roles. As the Distribution Process Owner (DPO), USTRANSCOM's modest research and development (R&D) program seeks to enable responsive, flexible global power projection and tailored, agile sustainment capabilities that together provide the critical deployment and distribution support required by the Joint Force Commander. Basic aircraft, ship, truck and railcar research should remain a Service responsibility.

Technology Priorities

Serving the needs of the combatant commanders both in the near term and in the future is one of the key goals of the Department's science and technology executives, who list outreach to commanders as an activity of continued focus.

What do you see as the most challenging technological needs or capability gaps facing USTRANSCOM in its mission to provide air, land and sea transportation to the Department of Defense?

Answer: The strategic landscape of the 21st Century poses unprecedented threats and challenges requiring compressed decision timelines. We lack a well-integrated,

networked, end-to-end deployment and distribution capability required to optimize the performance of our nation's global expeditionary force. This force is highly reliant upon high speed, secure and enduring communications capable of operating in a transformed, network-centric environment. We must build an agile end-to-end deployment and distribution system that provides a common operating picture in a collaborative environment.

I see compelling, challenging requirements for bandwidth. We need high speed, secure and enduring communications capable of operating in the transformed, network-centric environment of the future. Our communications system must support full spectrum battlespace awareness, and high data rate communications. Now is the time to press forward with these transformational initiatives given the status of our current legacy communications constellations and the associated decision-making opportunities.

We must also continue to address the protection of our personnel, material and cargo. Our adversary has little chance of defeating our fighting forces on the conventional battlefield. They know an anti-access strategy is their best option. Screening our cargo for explosives, protecting our aircraft from small arms and man-portable missiles, protecting our ships in the harbor and our convoys on the ground are capability gaps we are addressing and must continue to address in an aggressive manner.

What would you do, if confirmed to make your technology requirements known to the department's science and technology community to ensure the availability of needed equipment and capabilities in the long term?

Answer: USTRANSCOM's technology needs are outlined in the TRANSCOM Transformation Technology Plan (T3P). Addressing these requirements depends on key partnerships with Services, Defense Agencies and national labs, other Combatant Commanders, (especially Joint Forces Command), industry, academia, and select non-DOD government organizations (such as the Departments of Homeland Security and Energy). If confirmed, I will be actively engaged in existing Department processes to capture USTRANSCOM's needs within Joint Operational Concept, Focused Logistics, and R&D documents. I will ensure USTRANSCOM aggressively participates in applicable technology fora and host our own Force Projection and Sustainment Symposium. USTRANSCOM will continue to make requirements known through the Joint Capabilities Integration and Development System (JCIDS) by identifying Future Force Capability Gaps and Technology Shortfalls for the Extended Planning Period. USTRANSCOM will continue to vet R&D needs and proposed projects with the Services, COCOMs, Defense Logistics Agency, the Joint Staff and OSD to ensure the development and pursuit of born-joint solutions to critical distribution gaps, while avoiding duplication of effort.

Technology Transition

USTRANSCOM has been active in the Advanced Concept Technology Development (ACTD) process and currently has several projects on the transition list, including Agile Transportation for the 21st Century and Deployable Cargo Screening.

What are your views on the ACTD process as a means to spiral emerging technologies into use to confront changing threats and to meet warfighter needs?

Answer: I support the ACTD process. The process, as I understand it, produced the Predator unmanned aerial vehicle (UAV) in 18 months (1996 timeframe). More recently the ACTD process produced some 30 products in support of Operation Enduring Freedom (OEF) and 51 products in support of Operation Iraqi Freedom (OIF). Examples of ACTD products supporting the current war effort include the Language and Speech Exploitation Resources (Laser), Expendable Unmanned Aerial Vehicle (XUAV) and Joint Explosive Ordnance Disposal (JEOD) efforts. In total, products from more than 70% of all ACTDs have either transitioned to programs of record or have met warfighter needs as residual assets.

What steps will you take, if confirmed, to enhance the effectiveness of technology transition efforts within your command and in cooperation with other services and defense agencies?

Answer: Technology transition, and the early planning and integration it requires, is a challenge equal to developing the technology itself. In USTRANSCOM's Research and Development (R&D) program the command has emphasized the requirement for a committed Program of Record and transition strategy as criterion for project selection.

To minimize transition risk, I intend to emphasize the importance of an early, integrated partnership between scientists, program managers, customers and the acquisition community. USTRANSCOM will expand its collaboration efforts, emulate or adapt the best technology transition practices of our deployment and distribution partners and ensure pursuit of joint solutions to identified force projection and sustainment shortfalls.

Families First

For over 10 years, U. S. Transportation Command and its subordinate command, Surface Deployment and Distribution Command, have worked to improve the process of moving service members' household goods. Implementation of the new system – "Families First" – will use a "best value" approach to contracting with movers that will focus on quality of performance, web-based scheduling and tracking of shipments, encouragement of door-to-door moves, and full replacement value for damaged household goods. Commander, U. S. Transportation Command, recently announced that implementation of Families First had changed from October 1, 2005, to February 1, 2006.

What is the reason for the delayed implementation of this program?

Answer: Families First is being implemented in 3 phases:

- *Phase I began initial implementation in Mar 04*
- *Phase II is dependent upon the fielding of the web-based Defense Personal Property System (DPS)*
- *Phase III is scheduled for implementation in FY07*

Implementation of Phase II was delayed because of complications associated with the availability of the DPS secure testing environment. Testing is scheduled to begin 18 Jul 05 with an implementation date of 1 Feb 06.

Although USTRANSCOM sought to avoid schedule slippage, the team endeavored to use the additional time productively by:

- *Training the military staffs during non-peak season (November vice July)*
- *Informing all stakeholders of the changes implemented by Families First*
- *Collecting additional customer satisfaction survey scores*
- *Updating industry's internal systems and processes*

In the end, we need to deliver a capability that works. A slightly later implementation date with the right program is much better than disappointing our troops with an on time, but less effective program.

What is your assessment of the progress being made in implementing the Families First program, and what challenges remain?

Answer: USTRANSCOM and its component The Military Surface Deployment and Distribution Command (SDDC) are making real progress implementing the Families First personal property program. In Phase I they implemented electronic billing and payment procedures and the collection of customer surveys for performance based awards in Phase II. Over the past several years they brought together key stakeholders: Office of the Secretary of Defense, Military Services, U. S. Coast Guard, Moving Industry, General Services Administration, Government Accountability Office, Defense Finance and Accounting Service, and other Federal Agencies to create a single source for all information related to the management and payment of shipments in the DoD program. DPS has been delivered for testing in support of Phase II. Phase III business rules and system requirements are being finalized for development and implementation in FY07.

As with any endeavor of this magnitude, there are challenges. From my perspective, the remaining challenges include Service funding to support full implementation of Families First, full participation by the military and industry in Families First, and implementation of DPS. Each of these challenges will be met head on. USTRANSCOM is committed to bringing the benefits of this program to all stakeholders, especially the Soldiers, Sailors, Airmen, Marines and their families who will benefit the most.

If confirmed, what role would you play in ensuring that Families First is fully funded and implemented and would you make every effort to ensure this program is implemented as soon as possible?

Answer: I will be an advocate for implementation of the Families First program. I will ensure a continued open dialogue between all stakeholders in the program to support issue resolution and will implement a dynamic change management program to educate stakeholders on the changes and benefits Families First promises for the moving process. I will work with and support the Military Services in programming funds for Families First and will seek adequate funding for additional development and maintenance of DPS as required. Our military families deserve no less.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Answer: Yes

Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

Answer: Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Commander, U. S. Transportation Command?

Answer: Yes

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Answer: Yes.